

SUMTER COUNTY, FLORIDA

# PROJECT MANAGEMENT SERVICES

RFQ #009-0-2011/AT

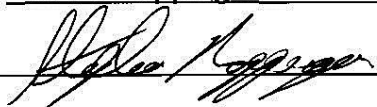


**URS**



**PART 4  
QUALIFICATION DOCUMENTS**

**RFQ COVER PAGE**

<b>Name of Firm, Entity or Organization:</b> URS Corporation	
<b>Federal Employer Identification Number (FEIN):</b> 94-1716908	
<b>State of Florida License Number (If Applicable):</b> Florida PE License #1213	
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<b>Organizational Structure – Please Check One:</b>	
Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Proprietorship <input type="checkbox"/> Joint Venture <input type="checkbox"/> Other <input type="checkbox"/>	
<b>If Corporation:</b>	
<b>Date of Incorporation:</b> 3/25/70	<b>State of Incorporation:</b> Nevada
<b>States Registered in as Foreign Corporation:</b>	
<b>Authorized Signature:</b>	
<b>Print Name:</b> Steve Noppinger	
<b>Signature:</b> 	
<b>Title:</b> Vice President	
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<b><i>This document must be completed and returned with your Submittal.</i></b>	



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June 2, 2011

Sumter County Board of Commissioners  
7375 Powell Road  
Wildwood, FL 34785

Re: URS Statement of Qualifications to Provide Project Management Services; Sumter County RFQ  
#009-0-2011/AT

Dear Members of the Selection Committee:

URS Corporation (URS) is pleased to submit our qualifications to provide Project Management Services to Sumter County. Our construction services professionals specialize in serving as an extension of public-owner staff, and have recent and ongoing experience with on-call assignments in Florida. This group is headquartered in nearby Orlando, and is well known in Florida for our excellence in providing these services to public clients. For example, we are currently serving as an extension of the City of Orlando's staff on their \$1.2-billion Community Venues Program, and we are providing on-call Owner's Representative Services to the Greater Orlando Aviation Authority.

We have served Florida public clients by representing their interests and overseeing contractors during construction and design projects for 20 years. We have performed as the Project Manager/Owner's Representative on projects both small - such as the Veteran's Administration cemetery renovation in Bushnell, and large – such as the new Amway Events Center in Orlando. **We specialize in the precise services you are seeking, and we know how to manage projects so that our clients' goals are met or exceeded.** With this firm experience, combined with the experience of proposed team members Long Nguyen, PE; Heidi Wigand, PMP; and Don Corthell, CBC; URS meets Sumter County's minimum qualification requirements.

We have a track record of on-time, within-budget success in Florida and across the country on public projects of all sizes. Similar projects in Florida have included public safety and administration facilities, parks, a library, fire stations, schools, convention centers, sports facilities, parking lots and garages, roadways, and utilities.

Our team organization for Sumter County's assignment is cost-effective, and will consist of a small, but highly capable group of professionals. Additional expertise can be called upon from nearby URS offices from time to time if needed. The goal of this approach is to meet or exceed Sumter County's expectations for cost, schedule and quality of construction. **URS' primary objective will be to completely understand, execute and protect the interests of Sumter County.**

We look forward to further presenting our staff and capabilities. If you have any questions, please contact me at 407.992.6868, or via e-mail at [steve\\_noppinger@urscorp.com](mailto:steve_noppinger@urscorp.com).

Sincerely,  
URS Corporation

Steve Noppinger, PE  
Vice President

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# QUALIFICATIONS AND EXPERIENCE

## Firm Introduction

URS' oldest predecessor company was founded in 1904. URS was established in 1951, and incorporated in 1957 as Broadview Research and then United Research Services, a name later changed to URS. We have grown to become one of the world's leading construction services and engineering firms, delivering a wide range of services to clients throughout the world. We continually strive to maintain our reputation for excellence in quality, value, safety, and high ethical standards.

Our firm maintains 13 offices throughout Florida, with our construction services operations headquartered in Orlando. In addition to construction services expertise, our local offices consist of professionals in disciplines such as architecture, engineering, geology, landscape architecture, urban planning, environmental science, and transportation analysis.

URS has grown to become Florida's #1 provider of owner's representative and construction project/program management services. Over the years, we have developed an expertise in publicly funded projects, where we have partnered with clients to successfully complete some of the most significant projects in Florida's history. Nationally, we have completed many similar assignments representing public agencies in the construction of many types of public facilities of all sizes. Large or small, our projects receive the same careful attention and personal service, and are managed at a local level.



Our Florida construction services staff has provided long-term on-call project management services to public clients including the Greater Orlando Aviation Authority and the U.S. National Parks Service. We have also managed many other long-term programs with numerous individual projects, such as our ongoing Orange County Public School District assignment. Since we began serving as the school district's construction program manager in 1999, our team has successfully managed the completion over 100 schools.

## Qualifications of Proposed Staff

The resumes included on the following pages are for the local URS staff we have identified as experts in the services identified in Sumter County's Request for Qualifications document, and who are available as-needed for Sumter County's projects. Our offices in Orlando and other nearby cities can provide additional resources if needed, including many types of specialty services. With a base of over 900 professionals in Florida, we can respond quickly with personnel to suit your needs.

Each staff member has provided Project Management Services to government agencies for at least three years. Our proposed Lead Project Manager for this work, Mr. Long Nguyen, PE, resides in Orange County,

*Engineering News*

*Record Magazine*

consistently ranks URS  
one of the Top

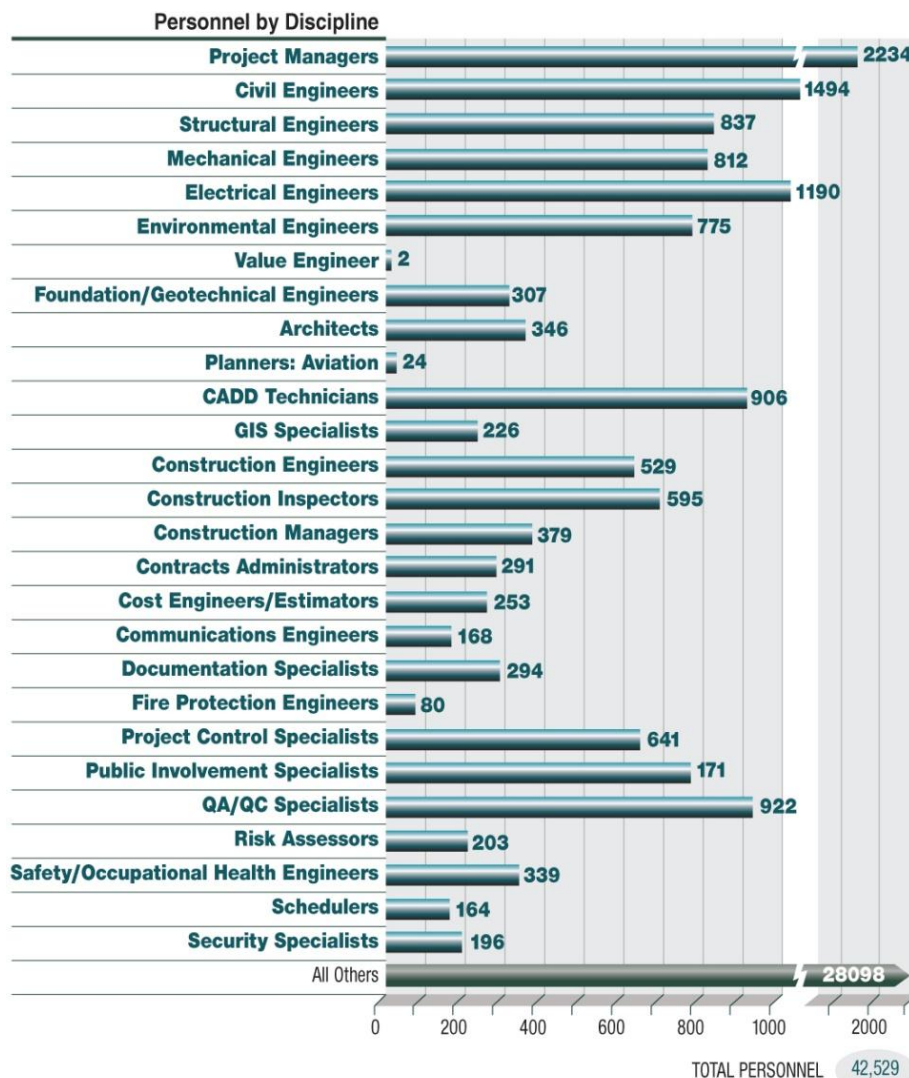
Program Management  
Firms in the nation.

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and will be dedicated up to 100% on Sumter County's projects. He can base his work out of our Orlando office, or at a Sumter County office. Proposed Project Manager Don Corthell recently completed an owner's representative assignment in Bushnell, and will be available as-needed to assist Mr. Nguyen. Heidi Wigand, PMP, will also be available as-needed. Each proposed staff member has extensive experience managing multiple vendors on our projects.

Our approach to staffing Sumter County's projects is to provide a highly experienced, yet cost-effective and flexible team. Because of the depth and breadth of resources available locally, we can provide staff as-needed, in a variety of disciplines. The graphic below provides information regarding the types of professionals within our company; these skill sets are representative of our Florida personnel as well.



At left is a chart of the URS personnel by discipline as it relates to this contract. The numbers are based on our 2010 census. The 2011 census will reflect our current employee level of approximately 46,500.

We understand how to mobilize these resources quickly to meet the dynamic needs of our client, while keeping the core team lean and flexible.

URS has a 50-year history in Central Florida, and our construction services operations are headquartered in Orlando. This specialized group of experienced construction owner's representatives includes project managers, inspectors, estimators, schedulers, dispute resolution specialists.

## Long H. Nguyen, PE

*Program Manager / Owner's Representative*

### Areas of Expertise

- Project Management
- Construction Management
- Civil Site Design
- Roadway Design
- Airport Design

### Years of Experience

With URS: 10 Years

Other Firms: 2 years

### Education

BS / 1998 / Civil Engineering /  
University of Florida

### Registration/Certification

- **Professional Engineer /  
Florida #60199**
- URS Certified Project  
Manager

### Affiliations

- Florida Engineering Society
- National Society of  
Professional Engineers

### OVERVIEW

Mr. Nguyen's experience includes management and implementation of the design and layouts of various types of public buildings, roadways, parking lots, and lighting and drainage systems. He is an experienced Construction Project Manager and Professional Engineer who has provided general Owner's Representative Services for new and renovation projects for governmental agencies. Additional expertise includes cost estimating, quantity estimating, specifications, CAD drawings and asphalt testing conformance to ASTM and AASHTO standards and FDOT specifications. Computer skills include Microsoft Office, Microsoft Project, AutoDesk AutoCAD, AutoDesk Land Desktop, AutoTurn Aircraft and MicroStation.

### PROJECT SPECIFIC EXPERIENCE

#### Construction Project Manager/Resident Engineer

**AMTRAK Auto Train Station, Sanford, FL - \$8M**

**2009 – present (project is in close-out stage)**

Providing Owner's Representative Services (project is currently in close-out stage) overseeing the contractor's construction and renovation of this train station, assuring that all work was performed in strict conformance with applicable requirements of the contract and American Recovery and Reinvestment Act guidelines. Specific duties included the following:

- Overall construction oversight of project, and management of five consultant firms.
- Administration of contract documents during construction.
- Conduct project meetings.
- Oversight of construction-related items including submittal and shop drawing coordination, permit coordination, asbestos and hazardous material coordination, utility coordination.
- Daily review and acceptance of construction progress including quality control inspection reports, material test reports, in-place construction and materials, installed equipment.
- Coordination between owner, contractor, facility vendors, users.
- Review, acceptance and monitoring of construction schedules
- Review / recommendation of contractor monthly pay application.
- Review / recommendation of proposed contract modifications and change orders due to potential design and / or construction changes including performing independent estimates.
- Maintain owner project file.
- Oversee project closeout including coordination of substantial and final completion walk-through, monitoring of punch list completion, coordination of close out documents including, as-builts, record drawings, operations and maintenance manuals and warranties.

- Oversight and coordination of end-users' needs including FF&E, systems network and tenant relocation.

**Project Manager/Owner's Authorized Representative****Orange County Public School District, Orange County, FL - \$3 billion****2006 - 2009**

Capital improvement construction program of the 10<sup>th</sup> largest public school district in the country. Responsibilities included:

- Preconstruction phase services including participating in project meetings, review of contract documents, review and monitor design schedule and budget, coordination of GMP with construction manager (CM), coordination of required permits, establish preliminary construction schedule with key milestone dates, conduct preconstruction conference, interface with applicable entities affected by the project, review of CM's construction plan, sequencing schedule, staging and safety plan.
- Overall construction oversight and responsibility of project, and management of up to 15 subconsultants and vendors on each school project.
- Administration of contract documents during construction.
- Oversight of construction related items including submittal and shop drawing coordination, applicable permit coordination, asbestos and hazardous material coordination, utility coordination.
- Daily review and acceptance of construction progress including quality control inspection reports, material test reports, in-place construction and materials, installed equipment.
- Coordination between owner, contractor, facility vendors, users.
- Review, acceptance and monitoring of construction schedules.
- Review/recommendation of contractor monthly pay application.
- Review and recommendation of proposed contract modifications and change orders due to potential design and/or construction changes including performing independent estimates.
- Oversee project closeout including coordination of substantial and final completion walk-through, monitoring of punch list completion, coordination of close-out documents including, as-builts, record drawings, operations & maintenance manuals and warranties.
- Oversight and coordination of end-users' needs including FF&E, systems network and school relocation.

**Project Engineer / Construction Project Manager****Orlando International Airport Parking Lot Expansion, Orlando, FL**

Design- and construction-phase services for a rental car parking lot expansion. Design included asphalt and concrete pavement layout/typical sections, site layout, expansion and filling of existing retention ponds, coordination of drainage design and utility adjustments including all applicable permitting.

**Project Engineer****Orlando International Airport Office Building, Orlando, FL - \$1.5M**

Design-phase services for civil site work of a new administration building. Design included asphalt and concrete pavement layout/typical sections, site layout, coordination of drainage design and utility adjustments including all applicable permitting.



**Civil Engineer****I-4 over St. Johns River from Orange Boulevard to Saxon Boulevard Design/Build Project, Seminole and Volusia Counties, FL - \$102M**

Utility adjustments on this design/build project. The project consisted of widening I-4 from four lanes to six lanes from west of the Orange Boulevard/US 17-92 Interchange to west of the Saxon Boulevard Interchange, a length of approximately 6.7 miles. Major elements included replacing the existing bridge over the St. Johns River/US 17-92 and replacing the existing bridge over Orange Boulevard and the CSX Railroad.

**Project Engineer****Orlando International Airport Standby Generator Building, Orlando, FL - \$2M**

Design included asphalt and concrete pavement layout/typical sections, plan and profile for proposed electrical duct bank, coordination of drainage design and utility adjustment of existing sanitary sewer service and water main service to the terminal building including all applicable permitting.

**Project Engineer / Construction Project Manager****Airglades Airport New Parking Facility, Clewiston, FL - \$350,000**

Design- and construction-phase services for a new auto parking service facility and remote aircraft apron.

**Project Engineer****Vero Beach Municipal Airport, General Aviation Aprons a Road, Vero Beach, FL \$2.5M**

Responsibilities during design included geometric layout and grading, drainage contouring and electrical lighting layouts. Responsibilities for construction phase services included change order issues, shop drawing approvals, distributing engineer's supplemental instructions and handling requests for information.

## Heidi Wigand, PMP

*Project Manager / Inspector*

### Areas of Expertise

- Construction management
- Program coordination

### Years of Experience

With URS: 3 Years

Other Firms: 15 years

### Education

BS / Business

### Licenses/Certifications

- Licensed FL General Contractor #CGC1516221
- **Certified Project Management Professional, Project Management Institute**
- LEED Accredited Professional
- FDOT Asphalt Paving Technician – Level 1, valid thru 5/8/2012
- FEMA IS-00001
- FEMA IS-00700
- OSHA 10-hour Construction Certification, # 001244243
- URS QA/QC Certification in compliance with ISO 9001:2000
- URS Certified Project Manager

### Affiliations

- Member, Project Management Institute, #1075894
- Member, Construction Management Association of America #15020

### OVERVIEW

Ms. Wigand has 15 years of construction project management experience. She has served as Project Manager for rehabilitation, maintenance renovation, and ADA renovation projects, and has been responsible for preconstruction and construction phase tasks including review of scoping/programming documents, site coordination, and quality control.

### PROJECT SPECIFIC EXPERIENCE

#### **Assistant Post-design Construction Manager, URS Corporation Miami-Dade Transit System Miami Intermodal Center Connector \$230M / 2010 - present**

URS is providing final design and construction inspection services for a 2.4-mile elevated guideway extension of the Earlington Heights Station to a new station at the Miami Intermodal Center adjacent to the Miami International Airport. URS is the prime consultant performing all of the project management functions as well as the structural engineering. Ms. Wigand's responsibilities include coordination of requests for information responses and submittal reviews, field visits with subconsultants, and site inspections.

#### **Construction Project Manager, URS Corporation Orange County Public School District Capital Improvement Program 2009 – 2010 / \$38M**

Three comprehensive school renovation projects in the District's Program. Served as the owner's authorized representative in the planning, review and coordination of the construction and pre-construction activities. Scopes included school construction and new access roadways. Responsible for all aspects of reviews, inspections and documentation of A/E drawings, along with reviews of the delivery tickets and photo documentation of the compaction tests and shop drawings for all drainage structures. Specific responsibilities included:

- Conduct site meetings for coordination with the A/E and the construction manager.
- Schedule management.
- Review and verification of construction manager and vendor estimates, proposals and payroll submissions.
- Prepare purchase orders for owner-direct purchases.
- Direct negotiation on behalf of OCPS for asbestos abatement, environmental surveys and coordination with local utility companies.
- Review and verify progress payments, contingency requests and change orders.
- Verify all required O&M manuals, warranties, guarantees, inspections and close-out requirements are completed.

**Project Manager, URS Corporation**  
**Miami-Dade County Public Schools (MDCPS) Rehabilitation Projects**  
**2006 - 2009**

Responsible for site coordination and documentation of ongoing water intrusion rehabilitation projects with various trade contractors to verify construction as per settlement agreement and MDCPS design criteria. and work on behalf of MDCPS as an unbiased manager in coordinating repairs and renovations to four buildings.

**Project Manager, URS Corporation/CMTS, LLC**  
**Miami-Dade County Public Schools Capital Improvement Program (ADA and Maintenance Renovation Program)**  
**\$56 Million**

Project Manager for 17 maintenance renovation projects valued in excess of \$7M and 10 federally mandated ADA renovations projects valued over \$5M. Worked as an extension of MDCPS staff in coordinating repairs and renovations of mechanical equipment, electrical upgrades and major paint renovations. Utilized MDCPS project management software Progen, an Internet-based job order contract management software application that documents all phases of the project from initiation and proposal to tracking updates and closeout. Other responsibilities included:

- Partial review and preparation of scoping/programming documents for repairs and renovation of existing school facilities.
- Management of teams of architect/engineers, contractors, independent consultants and vendors in providing timely and cost effective construction and job solutions.
- Communication with the school administration to coordinate construction activities with the lowest impact to the students, staff and educational surroundings.
- Site coordination of ongoing projects with contractors of various trades to verify construction compliance with all applicable codes and design criteria.
- Review of pre-proposal estimates and/or job order contracts, program proposals for accuracy of the project's cost; inclusive of verifying such projects proposed scope of work, specified materials, quantities, project schedule, and costs.
- Participation in project cost negotiation with perspective contractor; project cost proposal and log proposal mark-ups within contractor's proposal program.
- Supervision of on-site construction and coordination of trades.
- Coordination of architect/engineer, MEP drawings, contractor requests for information and correspondence
- Preparation of records and correspondence for client and contractors pertaining to site visits, work orders and proposals.
- Development and maintenance of spreadsheets for calculating labor costs and keeping the client informed of the architect/engineer and construction status.
- Development of executive reports and spreadsheets as requested by the client.

**Project Administrator**  
**Office Build-out, Plantation, FL**  
**\$1M**

Project management for build-out of new medical office. Owner's representative for management of design, construction, fixtures and furnishings. Responsible for all contract negotiations with architect and general contractor, conducted bid review and final contract approval, coordinated with city plan reviewers to expedite plan approval, coordinated all city code inspections, managed and documented contractor activities.

## Don Corthell, CBC

*Project Manager / Inspector*

### Areas of Expertise

- Project Management
- Construction Management
- Inspection, Design/Build Project Management
- General Contracting

### Years of Experience

With URS: 3 Years

Other Firms: 14 years

### Education

Associates Degree / Business Administration

### Registration/Certification

- **Florida Certified Building Contractor, #CBC1256597**
- URS Certified Project Manager

### OVERVIEW

Don Corthell has 17 years of experience in the construction industry as an inspector, assistant project manager and general contractor. His path into construction management has included valuable experience for his current responsibilities, such as his roles as an electrician, form carpenter, heavy equipment operator, framing contractor, and Florida Certified Building Contractor. He has worked on a variety of projects including government facilities such as a major airport and a large municipal events center.

### PROJECT SPECIFIC EXPERIENCE

#### **Inspector and Assistant Project Manager, URS Corporation Orlando International Airport, Orlando, FL (Projects of Various Sizes and Scopes)**

##### **2007 - present**

The URS team of Owner's Authorized Representatives serves the Greater Orlando Aviation Authority in an on-call role. Mr. Corthell has been involved in all aspects of project management including pre-construction kick-off meetings, management and inspection of work in the field, negotiating and writing change orders, reviewing pay applications, project close-out, and technical review of documents and blueprints. He also assists the program manager in the management of multiple subconsultants and vendors on each project. Representative projects with associated construction values include:

- Terminal improvements. (\$350,000)
- Escalator and elevator construction with security components. (\$2M)
- New restrooms project from concept to the completion of seven pairs of restrooms. Mr. Corthell cut project costs by nearly \$80,000. (1.5M)
- Parking facility with entry gates and data controls. (\$500,000)
- Security enhancement and replacement of four bag claim units. Work included security controls, automation, mechanical, structural and design. (\$5M)
- Structural repairs to a bridge. (\$600,000)
- Airfield taxiway resurfacing. Managed testing and quality control survey. (\$17M)
- Airfield lighting vault rehab, replacement of circuits and CCR's. (\$800,000)
- Water piping main conversion from cast iron to stainless steel. (\$120,000)
- Replacement of four three-story escalators. (\$4M)
- Replacement of fire alarm strobes/systems throughout a terminal. (\$150,000)

#### **Assistant Project Manager/Inspector, URS Corporation U.S. Veterans Administration Florida National Cemetery, Bushnell, FL 2010 / \$500,000**

Mr. Corthell managed the refurbishment and repairs of two columbariums, and the design and construction of two memorial walls (up to 2,000 LF). Responsibilities

included conducting bi-weekly construction meetings, tracking schedules, managing supplemental agreements, review of pay applications, quality control, document control and submittals, reporting, and close-out.

**Electrician, U.S. Air Force****Robins Air Force Base, Georgia**

Electrical projects included aircraft hangers and ramp lighting at Robins Air Force Base in Georgia. Projects involved systems on maintenance hangers as well as ramp lighting and accessory structures, rigid pipe fabrication and installation, load calculations for circuits, and underground duct banks.

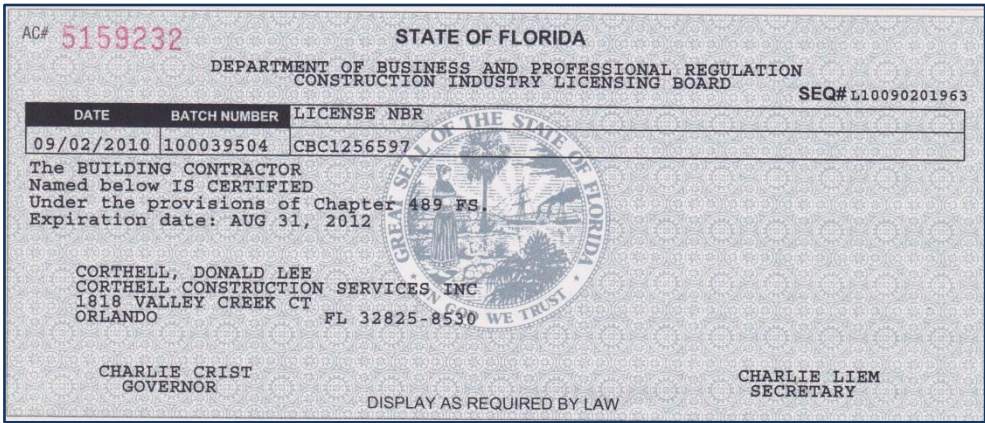
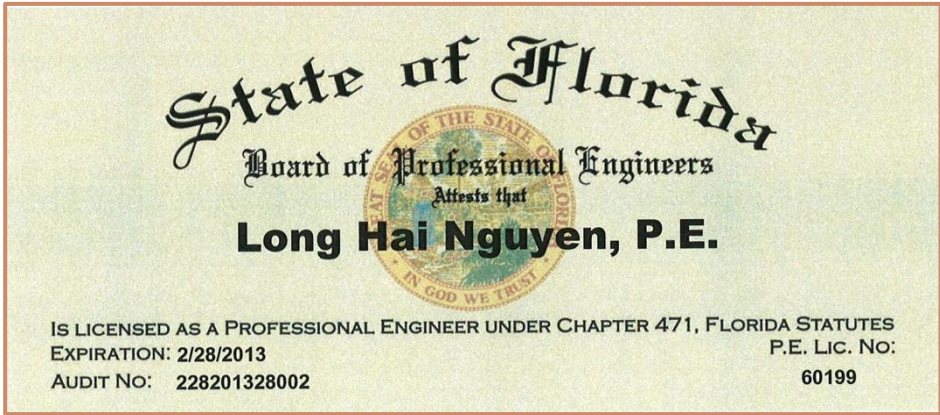
**General Contractor, Self-employed****Design/Build and Remodel of Various Facilities**

As a Florida Certified Building Contractor, Mr. Corthell has experience in the full range of construction management such as:

- Establishing project budgets and schedules
- Design management
- Permitting
- Construction means and methods
- Procurement of subs and vendors
- Florida construction law, federal employment law and OSHA regulations
- Project experience has included commercial and residential facilities, design/build and remodeling work.



# Proposed Staff PMI Certificate and Licenses



## APPROACH TO TASKS TO BE PERFORMED

The following paragraphs represent a summary of some of the most significant tasks that our team will undertake as your Project Management Consultant. This narrative is not intended to be all-inclusive, but rather, representative of the nature and approach to some of the significant tasks.

### Understanding of Scope

URS understands that Sumter County seeks a professional firm to provide Project Management Services on various County projects as they arise. Our staff will serve as an extension of County staff, augmenting them during the management of the design and construction process on projects. URS staff would be on-call to perform services as-needed, since no specific list of projects and timelines has yet been established.

### Understanding of Sumter County's Goals

Sumter County's goals for schedule, budget, quality, safety, and community relations will be URS' goals as well. Our staff will represent Sumter County's interests so that all such goals are met or exceeded.

## Project Approach / Strategy for Carrying Out Work Tasks

### A. PRECONSTRUCTION PHASE SERVICES

#### 1. Project Budget/Cost Control

Our team will review and monitor assigned project budgets and, if necessary, make recommendations that may be required to maintain the established budget. We will assist the County in reviewing all aspects of the project budgets including reviewing A/E invoices, contract changes, modifications and/or change orders and perform independent estimates when requested.

#### 2. Project Schedule

The need to have projects completed on-time is essential and is an overall cost benefit to the County. Each element of a project must be included in the project schedule and must have a realistic start and completion date. Immediately upon assignment as the Project Manager for a Sumter County project, we will assist the County in developing and reviewing a comprehensive project schedule that includes four major components: planning, design, construction, and operations. The project schedule will be updated on a monthly basis (or more frequently if necessary), so that all established milestones and critical completion dates within the schedule are met.

#### 3. Design Document Reviews

The key to cost control of a project is the accuracy and completeness of the construction documents. A well-prepared, thoroughly coordinated set of documents will make the bidding process easier and more efficient, leave less room for contractor errors, and will contain all of the information necessary to fully communicate the architect/engineer's intended design. Complete, accurate construction documents are the first line of defense in negotiating change orders and minimizing claims. Our goal is to identify problems on paper before they become cost problems in construction.

Design Documents will be reviewed so that:

- Bid items proposed in the bidding documents allow for realistic evaluation of bids received - plans and specifications realistically portray the project in sufficient detail to enable reasonable, accurate bidding.

- Contract documents can be clearly understood by all contractual parties involved - special provisions and drawings are consistent, accurate and practical.
- Responsibilities and authorities of each party are clearly defined and construction quality control and quality assurance responsibilities are clearly delineated.
- Responsibilities for adequate equipment and maintenance instructions, shop drawings, operation and maintenance manuals, final test and acceptance procedures, and County staff training are specified, and review cycles are included where required.
- All required permits and approvals have either been coordinated or obtained.
- The scope and schedule for the work is realistic, practical and supported by an appropriate construction scheduling system, and potential constraints have been considered.

There is a direct relationship from the above mentioned design reviews, scheduling, reporting, constructability reviews, and value engineering into construction. For this reason, the URS project management team will directly participate in all of these activities. Through this participation, we will ensure that the construction contract and the construction documents are coordinated to the greatest extent possible, thus maximizing our ability to positively impact how the builder's team manages its reporting, cost and scheduling control, procurement, quality control, safety, and other key activities.

#### 4. Procurement

The URS project management team has extensive experience with the procurement procedures outlined in the RFQ. A large part of the success of a project depends upon the selection of a good general contractor and/or construction manager. Whether the individual project is delivered through a traditional hard bid or construction-manager-at-risk, we will assist the County with performing a preconstruction conference and reviewing bids and/or proposals submitted. Items that are typically reviewed during the bidding/selection process are the contractor's approach to the project, the contractor's safety record, and the submitted schedule of values. In the event a construction-manager-at-risk is being utilized, we will also assist the County with reviewing and reconciling the Guaranteed Maximum Price. In either case, our project management team is ready to assist with the procurement of contractors/construction managers by coordination of applicable parties for a successful delivery of assigned projects.

### B. CONSTRUCTION PHASE SERVICES

#### 1. Work Coordination and Oversight

Work coordination is one of the most critical activities and will require our team's constant attention. There are several tools available to for this process, including the project schedule and short-term look-ahead schedules. However, it is important to recognize that effective coordination is primarily a result of good communication amongst the project team.

**Our project management team will provide complete oversight of each project for compliance with the Contract Documents.** Our team will coordinate with outside agencies to meet local, state and federal requirements as well the Contract requirements i.e. permitting, utilities, hazardous materials. These agencies will consist of applicable building departments, water management agencies, and environmental agencies.

#### 2. Inspection/Testing

URS will document test results with reports that will be attached to the inspector's daily reports. A written report will be provided for each set of tests. A failed sample will be brought to the County project manager's and the contractor's attention for immediate action.

The lead URS Project Manager will meet with the contractor at the start of construction to develop a detailed work plan for testing equipment and material prior to use in each phase of work. The work plan will be considered a critical item that must be addressed immediately.

We will monitor the complete set of field test procedures and certifications of system elements to review the following:

- Compliance with contract requirements
- Validity of test plans and associated test procedures
- Proper documentation for appropriateness and completeness
- Discrepancies, anomalies, and their ultimate resolution

When a system is scheduled to be tested, we will assign an inspector to witness and record the results. The inspector will confer with the manufacturer's representative if necessary regarding the equipment meeting or failing the contract specifications. If an equipment test has to be redone, the contractor and County project manager will be notified and the test will be rescheduled.

### 3. Project Meetings

The URS team will conduct regular progress review meetings with the County and the contractor. **Our staff is well trained in monitoring progress during construction, and will analyze the contractors' detailed contract-level schedule activities.** Progress reviews will address productivity, the interface with others involved in the project, the status of milestones, and other concerns. We will issue a progress review assessment to the County with conclusions and recommendations on performance.

We encourage bi-weekly progress meetings that focus on a look-ahead format. URS will help the County incorporate detailed scheduling requirements into contract documents, and our staff will be available to explain these requirements. We will assist contractors in setting up logic networks, establishing internal milestones, and developing progress measurement techniques. We will audit the progress assessment procedures established by contractors to document compliance.

During project coordination meetings, URS reviews the status of the project with the contractor and the owner. All aspects of the project are reviewed such as schedules, budgets, change orders, look-aheads, etc. These items are reviewed in order to keep the project moving on schedule and within budget. In the event the contractor falls off of their schedule, a recovery schedule is required for review and approval.

### 4. Scheduling and Schedule Control, and Plan for Completing Work in a Timely and Professional Manner

Using the most accepted industry software, Primavera Project Planner (P6) for Windows, the URS team will provide effective scheduling and schedule control. We will work closely with the contractor and County personnel in order to establish the overall baseline schedule for the project.

**Scheduling practices and procedures will be implemented at the start of our services and audited on a regular basis.** Schedule deliverables will be defined for each contractor as part of any requisitions. Maintaining the overall schedule, analyzing schedule data, alerting the Sumter County project manager of potential schedule slippage, and making recommendations for recovery or workaround plans, will be key functions of our scheduling staff.





*URS provided owner's representative and program management services to Orange County, FL for the \$748-million Orange County Convention Center Phase V Expansion Program. This facility was completed on-time and within budget.*

Our team will review all submitted work-related schedules for logic, compatibility with baseline scheduling milestones, and the contractor's ability to accurately report progress against the schedule on a regular basis. The contractor will be required to devote resources to this reporting and to have procedures for early identification of potential problems and internal recovery plans to maintain the required completion dates.

Using the above contract milestones as the basis, **the URS team plans to establish individual contract milestones and to maintain status against these milestones through regular updates of schedules from the contractor or force account.** Baseline construction milestones will be jointly developed with the contractor and the designer.

## 5. Document Control

Our team will utilize County-approved software to build indices of all documents, drawings, revision numbers and dates, physical location of original documents, engineering discipline, work packages, and related equipment tag numbers. Indices will be built on both title and significant key words, for ease of search and retrieval of project documents.

The assigned projects will generate thousands of documents over the life of the contract, including correspondence, daily reports, photos, drawings, and computer files. These records must be catalogued and stored for legal and archival purposes, but more importantly, for daily use by a variety of team members. All information, whether in paper or in electronic form, can be stored on computer so that it may be indexed, searched, and retrieved by project personnel.

## 6. Change Control

The URS project management team will employ a fully integrated and extremely customizable tracking system for managing problem reports, change orders and corrective action items. Our change order process provides our clients and staff with the necessary tools for achieving quick and timely resolutions and closure to problem and issue management. The following are procedures for change orders:



- All subcontractor change order requests must be in writing and prepared by the subcontractor.
- Change order requests will be processed as soon as is reasonably possible.
- All change orders will be in an approved format and signed by the appointed representative for each party (or individuals specified in writing as substitutes during periods of illness or absence).
- Change order requests will be reviewed and a recommendation shall be issued. If necessary, an independent estimate will be performed.

During the construction phase of the Contract, a process for approving and disapproving shop drawings and material samples will be developed with the design consultant. A shop drawing/material approval log will be created. As a practice, we will track submittals and assign a unique log number for each. In this manner, the URS team is able to track where each submittal is, how long it has been reviewed, and whether or not it is approved, approved as noted, or disapproved. The log will be updated weekly and copies provided to the County, designer and contractor. We will monitor that all manufacturers' test required under the specifications are performed and documentation submitted before any materials or equipment are incorporated into the work.

During construction of the project, we anticipate that the contractors and the URS team will generate a number of Requests for Information (RFI). We will develop a log, with a specific file that will track each RFI from inception to resolution. If the RFIs require the designer to be on-site, we will meet with him/her, as well as the County project manager and the contractor. This log will be updated weekly and copies provided to the County, designer and contractor.

## 8. Community Relations

Community relations within Sumter County is an important aspect of our role as Project Manager. Our team will assist the County as needed in maintaining effective communications with the community leaders, residents and merchants to maintain amiable community relations. By working closely with the construction contractor during the development of the detailed construction staging and work plans, URS will provide input to minimize the impact of the construction on the local community and traveling public. Notifications of upcoming outages, communications regarding health and safety issues, maintenance of emergency vehicle access, drop area protection, and other issues will be of concern to the local community.



*The U.S. Veterans Administration National Cemetery in Bushnell, part of a national on-call URS contract. URS provided project management and inspection services.*

## C. POST-CONSTRUCTION PHASE SERVICES

Our Construction Management team will aggressively schedule and monitor closeout items as an integral part of the construction program. The project will be closed out in accordance with procedures required by the County.

The URS Team will finalize the job by concentrating on the following key areas:

- Contractor's final performance evaluation
- Securing warranties, guarantees, affidavits, releases, bonds and waivers
- Statement of compliance

- Final estimate for all pay items
- Final signage
- Pre-final inspection
- Operations and Maintenance Manuals
- Final as-built drawings
- Demobilize field office
- Liquidated damages
- Approved shop drawings
- Final deliverables
- Punchlist
- Final change order request
- Initiate certificate of substantial completion

### **1. Final As-Built Drawings**

We will verify that final copies of the contractor's as-built drawings are complete, accurate and submitted to the County by the Contractor. The URS team recommends that as-built drawing submittals are a billable line item in the Contractor's bid and require no payment of that pay item until the as-builts are submitted. As-builts will be submitted by the contractor prior to the commencement of following phases.

Contractor as-built drawings will be logged and tracked to monitor a complete contract package is submitted and received. Drawings will be reviewed to determine any deviation from the field make-up prints. The URS Team will certify as-built drawings are consistent with the original design. Any potential non-conformance conditions will be immediately identified. Original tracings will then be corrected, as necessary, and submitted to the County, as required.

### **2. Final Deliverables**

When the project is completed and accepted, we will collect from the Contractor and turn over to the County final deliverables including keys, guarantees/warranties, maintenance instructions, operating manuals, hardware schedule, special tools, and spare parts.

A deliverables checklist, based upon requirements of the contract documents, will be prepared and maintained by the Lead Project Manager.

### **3. Punchlist**

The URS team will participate in the inspection of each project element to examine and critique the construction, especially with respect to design conformance and workmanship. Discrepancies or poor quality will be reported in a final punchlist to be forwarded to the County for information and to the contractor for correction; development of the punchlist will consist of two parts. Once determined to be substantially complete, a punchlist for each major construction element will be generated and issued. In conjunction with the Contractor, we will prepare a punchlist schedule to be submitted to the County for review. Punchlists will be created and revised on a continuous basis.

Once the punchlist work is completed, we will hold a final inspection to review items listed on the punchlist. Any outstanding items will be brought to the Contractor's attention for immediate action. Following completion of the work on the punchlist by the contractor, we will participate in the final inspection of the project elements. When we are satisfied that the work has been properly corrected, the County will be notified in writing that the project is ready to be accepted. We will accept the contractor's certificate of completion and turn it over to the County.

#### 4. Final Change Order Request

Within the overall transition process, during systems testing, site turnover, and final inspection, unforeseen conditions may occur that require immediate attention, even though a well-managed project typically mitigates the potential for any significant last-minute changes. When punchlist items are resolved and the final estimate reviewed, a final change order request will be developed. It will identify any substantial increase or decrease of a contract item not covered by a previously approved change order. Our Project Manager will finalize the change order and then meet with the County for review and approval.

#### 5. Warranties

Warranties, guarantees, affidavits, releases, bonds and waivers will be turned over to the County complete with bound copy of the warranty/guarantee register for approval. A checklist for warranties required by the Contract documents will be used to monitor their submissions.

### Ability to Meet Desired Timelines and Budgets

Highlights from our Ft. Lauderdale-Hollywood International Airport program are provided on the next page as an example of our staff's ability to successfully manage our clients' projects to an on-time, within budget completion.



*Scott Rakow Youth Center, a City of Miami Beach Project within the URS Program Management assignment for the City's Parks and Facilities Improvement Program*



**FT. LAUDERDALE-HOLLYWOOD INTERNATIONAL AIRPORT EXPANSION PROGRAMS**

Project	Estimated Budget	Completion Cost	SAVINGS	Schedule Performance
Hibiscus Parking Garage	\$74,152,000	\$72,748,335	\$1,403,665	EARLY
Terminal 4 Renovation	\$9,489,676	\$8,618,496	\$871,180	ON TIME
Terminal 1 and Concourse C	\$117,033,000	\$116,767,959	\$265,041	EARLY
Terminals 2 and 3 Renovation	\$29,721,267	\$29,219,758	\$501,509	EARLY
Terminal 1 Concourse B	\$53,581,000	\$53,292,000	\$289,000	EARLY
Entrance Roadway Improvements	\$147,000,000	\$144,146,781	\$2,853,219	ON TIME
Rental Car Center/Cypress Garage	\$247,000,000	\$233,470,974	\$13,529,026	ON TIME
Terminal 4 Phase 1(A)	\$13,000,000	\$12,411,308	\$588,692	ON TIME
Air Cargo Facility	\$5,240,000	\$5,239,438	\$562	ON TIME
Maintenance Facility	\$4,663,000	\$4,662,359	\$641	ON TIME
On-Grade Parking Lot	\$10,196,041	\$10,133,594	\$62,447	ON TIME
Sanitary Sewer Force Main	\$6,000,000	\$4,410,267	\$1,589,733	EARLY



As another example of our track record on pertaining to our ability to meet desired timelines and deadlines on our Florida public projects, on the next page are highlights from our Orange County Public Schools program, where all projects have been successfully completed on time and within budget.

## Orange County Public School District Capital Improvement Program

Project	Estimated Budget	Completion Cost	SAVINGS	Schedule Performance
Timber Creek High School	\$55,176,545	\$52,520,501	\$2,656,044	EARLY
Olympia High School	\$55,140,016	\$51,299,020	\$3,840,996	EARLY
Freedom High School	\$58,400,000	\$47,193,711	\$11,206,289	EARLY
Ridgewood Park Elementary School	\$17,861,000	\$16,988,000	\$873,000	ON TIME
Sadler Elementary School	\$17,897,590	\$17,396,590	\$501,000	ON TIME
Wolf Lake Elementary School	\$15,500,000	\$15,317,000	\$183,000	ON TIME
Stone Lake Elementary School	\$17,950,000	\$17,575,000	\$375,000	ON TIME
Avalon Middle School	\$38,415,316	\$37,115,316	\$1,300,000	ON TIME
Sunset Park Elementary School	\$15,075,765	\$14,514,605	\$561,160	ON TIME
Catalina Elementary School	\$19,219,635	\$18,819,635	\$400,000	ON TIME
Bay Meadows Elementary School	\$17,001,000	\$16,988,000	\$13,000	ON TIME
Castle Creek Elementary School	\$16,750,000	\$16,377,000	\$373,000	ON TIME
Cheney Elementary School	\$15,590,000	\$15,505,000	\$85,000	ON TIME
Stonewall Jackson Middle School	\$15,667,304	\$14,991,304	\$676,000	ON TIME





**REFERENCE & SIMILAR PROJECTS EXPERIENCE FORM**

Owner / Business Name: Seminole County, FL		
Project Location / Address: 205 W. County Home Road		
City: Sanford	State: FL	Zip Code: 32773
Point of Contact: Ed Bayton, Division Manager, Fleet and Facilities		Dates of Work: 2008 –2010
Phone Number: 407.665.5281		Fax Number: 407.665.5285
E-mail Address: ebayton@seminolecountyfl.gov		
Project Name: John E. Polk Correctional Facility Expansion		
Brief Description of Project: URS provided construction inspection and quality control services on behalf of Seminole County. Construction included the expansion of the inmate housing building with a three-story, 83,000-sq. ft. structure. Project value: \$39 million.		

Owner / Business Name: City of Orlando		
Project Location / Address: Three project locations in downtown Orlando. Client address: 450 S. Orange Avenue, Suite 150		
City: Orlando	State: FL	Zip Code: 32801
Point of Contact: Tim Ackert, Orlando Community Venues Project Director		Dates of Work: 2007 to present
Phone Number: 407.246.3629		Fax Number: 407.246.3435
E-mail Address: not available		
Project Name: City of Orlando Community Venues		
Brief Description of Project: URS serves as the City's owner's representative during the design and construction phases of these facilities, providing various project management services. The Program consists of the construction of the new Amway Center, the new Dr. P. Phillips Performing Arts Center (currently in the design phase), and the renovation of the Florida Citrus Bowl football stadium. Additional tasks include M/WBE participation monitoring, and streetscape projects. Program value: \$1.2 billion.		

Owner / Business Name: National Railroad Passenger Corporation (Amtrak)		
Project Location / Address: 600 South Persimmon Avenue		
City: Sanford	State: FL	Zip Code: 32771
Point of Contact: Joe Gallucio		Dates of Work: May 2009-present (in close-out)
Phone Number: 215.349.1687		Fax Number: 215.349.4793
E-mail Address: joseph.gallucio@amtrak.com		
Project Name: Amtrak Auto Train Sanford Station Renovation		
Brief Description of Project: URS is providing Construction Project Management / Resident Engineering Services on behalf of the National Railroad Passenger Corporation to manage and oversee the contractor's construction and renovation of a train station. URS ensures that all work is performed in strict conformance with all applicable requirements of the contract. Project value: \$10 million.		

## REFERENCE & SIMILAR PROJECTS EXPERIENCE FORM

Owner / Business Name: Orange County Public School District		
Project Location / Address: Various locations in Orange County. Client address: 6501 Magic Way, Bldg. 200		
City: Orlando	State: FL	Zip Code: 32809
Point of Contact: Moe Khosravian		Dates of Work: 1999 to present
Phone Number: 407.317.3700 ext. 5205		Fax Number: 407.317.3768
E-mail Address: manouchehr.khosravian@ocps.net		
Project Name: Orange County Public School District Capital Improvement Program		
Brief Description of Project: URS is serving as the District's program manager / owner's representative, providing oversight for this construction improvement program, and project management of the individual school projects. Construction includes both new schools and renovations to existing schools. Over 100 schools have been completed to-date. Program value: \$2.5 billion.		

Owner / Business Name:		
Project Location / Address:		
City:	State: FL	Zip Code: 32809
Point of Contact:		Dates of Work:
Phone Number:		Fax Number:
E-mail Address:		
Project Name:		
Brief Description of Project:		

Owner / Business Name:		
Project Location / Address:		
City:	State: FL	Zip Code: 32809
Point of Contact:		Dates of Work:
Phone Number:		Fax Number:
E-mail Address:		
Project Name:		
Brief Description of Project:		

## Sumter County Board of County Commissioners – SUMTER COUNTY PROJECT MANAGEMENT SERVICES

***This document must be completed and returned with your Submittal***

**CONTRACTOR'S AFFIDAVIT**

State of Florida

County of Orange

Before me personally appeared Steve Noppinger, who is (title) Vice President of (the company described herein) URS Corporation being duly sworn, deposes and says that the foregoing statements are a true and accurate statement of the position of said organization as of the date thereof, and, that the statements and answers to the foregoing experience questionnaire are correct and true as of the date of this affidavit; and, that he/she understands that intentional inclusion of false, deceptive, or fraudulent statements of this application constitutes fraud; and, agrees to furnish any pertinent information requested by The Sumter County Board of County Commissioner deemed necessary to verify the statements made in this application or regarding the ability, standing and general reputation of the applicant.

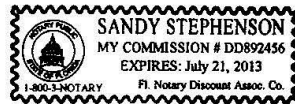
Personally Known X or Produced Identification N/A

Sworn to and subscribed before me this 25<sup>th</sup> day of May, 2013

Sandy Stephenson  
NOTARY PUBLIC - STATE OF FLORIDA  
(Signature of Notary Public)

Sandy Stephenson  
(Print Name of Notary Public)

(seal)



## Additional Reference-Project Details

### John E. Polk Correctional Facility Expansion Program

Sanford, FL



#### Owner

Seminole County, FL

#### Location

Sanford, FL

#### URS Role

Construction Inspection and  
QA/QC Services

#### Project Value

\$39 million

#### Completion

June 2010

URS performed construction inspection services as a subconsultant on the expansion of this jail complex. There are approximately 1,300 prisoners incarcerated in this complex, so a stringent security plan was followed by all contractors. Construction included:

#### Expansion of the Inmate Housing Building

The Inmate Housing Building is a three-story, 83,000-sf structure consisting of shallow spread footings, a combination of tilt-wall and CMU with hollow core plank at the second and third levels, and a mechanical room. Floors include combination dorm-style rooms, a large multi-shower and bathroom facility, multi-purpose rooms, indoor recreational areas, and medical rooms. Dorm rooms have acoustical cementations spray to achieve acoustic standards.

#### Central Energy Plant Improvements

- The existing cooling tower was moved to a new location while maintaining cooling abilities to the facility.
- The existing Central Energy Plant infrastructure was expanded.

#### Remodel of the Administration Facility

The existing 4,000 sf of holding cell space is being remodeled, transforming that space into office space for the administration area.

#### Sitework

- Removal, relocation and installation of underground utilities.
- A new retention pond, drainage system and a new berm protecting wetlands were created.
- A 5,000-gallon fuel storage tank was removed and replaced.

## Orlando Community Venues Program

### Orlando, FL



#### Owner

City of Orlando

#### Location

Orlando, FL

#### URS Role

Owner's Representative /  
Construction Manager

#### Project Value

\$1.2 billion

#### Planned Completion

2012

In 2007, URS Corporation was by the City of Orlando to provide Owner's Representative Services for three sports and entertainment venues. This is the largest public building program in Central Florida history. It consists of a new events center that is now the home of the Orlando Magic NBA team, a new world-class performing arts center, and a renovated Florida Citrus Bowl Stadium.

Our services include representation of the City pertaining to: design management, construction management, contract reviews and negotiation assistance, design reviews, master scheduling, cost verifications, design issue research and resolution, utility project coordination, coordination of other related infrastructure and parking projects, QA/QC inspections, construction observation, change order/claim reviews, and project close-out management.

#### Amway Center Project Cost - \$480M

Completed in 2010, the Amway Center is a \$480-million public/private redevelopment project including a new 20,000-seat, 875,000-sq.ft. sports and entertainment arena with supporting office, retail, parking, public plaza, infrastructure and surrounding streetscape improvements encompassing 20 acres in Orlando. Located on historic Church Street in downtown's entertainment district, Amway Center opened in October 2010 on time and within budget. This venue is also host to Arena

Football teams, national events, and concerts. **Mr. Don Corthell provided project close-out services.**

#### Dr. P. Phillips Performing Arts Center, Project Cost - \$383M

As of early 2011, this project was nearing design completion and was in the bidding phase. The project scope features a new four-story, 400,000-sq. ft. performing arts center with three venues: a 2,700-seat hall for large-scale productions such as Broadway shows and concerts, a 1,800-seat hall for local performing arts groups, and a 300-seat hall for small performing arts groups. The Center is being designed to achieve LEED certification.

#### Renovation of the Florida Citrus Bowl Stadium, Project Cost - \$175M

The Citrus Bowl was built in 1936 and has not been significantly renovated since 1989. Long-term construction plans call for transforming the 70-year-old stadium by replacing its concrete bench-style bleachers with individual seats and adding 4,000 upscale club seats, 80 luxury boxes, and new bathrooms and concession stands. It will also contain a 40,000 SF club/banquet space and new concessions spaces. Due to budget constraints, the major renovation has been placed on hold. Currently, the City of Orlando is embarking on a \$10M upgrade to include new restrooms and concession stands, concrete and steel repairs, new box office, lighting upgrades, and a synthetic turf playing field.



## Amtrak Auto Train Station Sanford, FL



URS is providing Construction Management/Resident Engineering services on behalf of the National Railroad Passenger Corporation (Amtrak) to manage and oversee the contractor's construction and renovation of the Auto Train Station in Sanford, Florida, ensuring that all work is performed in strict conformance with all applicable requirements of the contract. The station is complete, and the project is now in the close-out stage. **Mr. Long Nguyen served as the Construction Manager and Resident Engineer.**

**Owner**

National Railroad Passenger Corporation (Amtrak)

**Location**

Sanford, FL

**URS Role**

Construction Project Management / Resident Engineering Services

**Project Value**

\$10 million

**Planned Completion**

June 2011

The Auto Train transports passengers together with their private automobiles non-stop from Lorton, Virginia to Central Florida. The 855-mile service is the only one of its kind in the United States.

The new station replaces temporary facilities that have been in place since the destruction of much of the previous station by the 2004 hurricanes, and provides passengers with a more comfortable waiting area and allow for faster, more efficient boarding operations. The new facility provides seating for 600 passengers, and is over 12,000 square feet.

The primary scope of this project was to construct and modify the station and construct a new driver's building. In addition, the work entailed the demolition of approximately one-half of the existing station, reworking of the existing parking lot, relocating the existing

electrical service to the railroad tracks and station, installation of new utilities and coordination of existing utilities.

## Orange County Public School District Capital Improvement Program

### Orange County, FL



#### Owner

Orange County Public School District

#### Location

Orange County, FL

#### URS Role

Owner's Representative / Construction Program Manager

#### Construction Value

\$2.5 billion

#### Planned Completion

Ongoing, with over 100 schools completed to date since 1999

The Orange County Public School District (OCPS) Master Plan consists of 138 school facilities to be renovated, replaced or constructed through 2015. Schools range in size from the average high school – 324,725 sq. ft. to the average elementary school – 91,405 sq. ft.

Our project managers provide in-house School District project management staff to help manage the District's Capital Improvement Program; each project manager is responsible for executing the project from design to completion, and turnover to maintenance. Since 1999, when URS was initially selected to provide program management services, the URS team has managed the successful completion of more than 100 school construction projects. Our team includes four subconsultant firms.

The program has saved in excess of \$28 million in the Owner Controlled Insurance Program, and \$15 million in sales tax savings with the Owner Direct Purchase Program. Throughout this process, OCPS has been awarded \$21.3 million in School Infrastructure Thrift Awards.

Following the passage of the tax referendum, OCPS expanded the role of URS to include additional services such as educational facilities planning and scheduling. URS staff created and is monitoring the master project schedule, which plans and tracks the progress of all construction associated with the construction of new schools and the renovation of existing schools. This involves tracking construction of over 200 separate schools from site acquisition through design, construction, and final audit.

**Both proposed Sumter County Project Management Team members Long Nguyen and Heidi Wigand served on the Program Management Team.**

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**CENTRAL SERVICES DEPARTMENT**

July 21, 2010

I am submitting this letter on behalf of, and in recommendation of, Chris Bauman of URS. I have worked with Chris and URS for the past eighteen months on the John E. Polk Correctional Facility Expansion Project, a project of approximately \$39 million dollars.

URS has provided inspection and project management services via the PMA Owner's Authorized Representative agreement and I have found that Chris and URS perform professionally, knowledgeably and in the Owner's best interests at all times. Chris's knowledge of construction means and methods, contract requirements and administration, forms of documentation and cost analysis have been invaluable during this period of time.

I can recommend Ms. Bauman and URS as a valuable source of these services, especially in the public sector.

Please feel free to contact me if any other information would be helpful.

Sincerely,

Frank Raymond, Director of Central Services  
Seminole County Government

1101 EAST FIRST STREET • SANFORD FL 32771 • TELEPHONE (407) 665-5274 • FAX (407) 665-5804  
WWW.SEMINOLECOUNTYFL.GOV



## ORANGE COUNTY PUBLIC SCHOOLS

Facilities Services 6501 Magic Way Orlando, Florida 32809  
(407) 317-3700 FAX (407) 317-3761

- Facilities Services
- Maintenance
- Design & Construction

- Special Services
- Custodial Services
- Grounds/  
Special Crews

February 6, 2009

Mr. Dick Larson  
Vice President  
URS Corporation  
315 East Robinson Street, Suite 245  
Orlando, FL 32801

RE: Orange County Public Schools Program; URS Program Management Services

Dear Dick,

I would like to take this opportunity to express my gratitude for the excellent Program Management work that your team has performed over the last nine years for the Orange County Public School District's (OCPS) new school and existing school renovation program. As you are aware, OCPS currently ranks 3<sup>rd</sup> in the nation with the cost and complexity of school building programs.

I would like to specifically point out that your team, which has been acting in the role of Program Manager and Director of Construction for OCPS, has successfully managed a large team of Owner Authorized Representatives, Architects, Engineers, General Contractors, Consultants and owner personnel to accomplish the completion of over 80 projects to-date (construction value of approximately \$2B), all on-time and less than OCPS budgets, saving the taxpayers significant amounts of money (over \$80M).

Your team has worked closely with me and my staff through some very challenging times to get things done where others could not. URS has consistently focused on providing quality team members to provide program management, educational facilities planning, and scheduling services for the many elementary, middle, and high schools within this program.

I highly recommend URS for program management services for any large project requiring technical proficiency, responsiveness and dedication to the clients needs.

Sincerely,

Moe Khosravian  
Facilities Program Director – Renovation, Capital Renewal & Portables Construction  
Orange County Public Schools  
6501 Magic Way  
Orlando, FL 32809  
Tel: 407-317-3700 ext 5205

**"The Orange County School Board is an equal opportunity agency."**



# ADDITIONAL REQUIRED DOCUMENTS

*The Statement of reference and Similar Project Experience Form is provided in Section 3.*

Sumter County Board of County Commissioners – SUMTER COUNTY PROJECT MANAGEMENT SERVICES

## PROPOSER'S CERTIFICATION

Submit To: Sumter County Board of County Commissioners 7375 Powell Road Wildwood, Florida, 34785 Phone 352-689-4400 Fax 352-689-4401		SUMTER COUNTY BOARD OF COUNTY COMMISSIONERS REQUEST FOR QUALIFICATION (RFQ) CERTIFICATION AND ADDENDA ACKNOWLEDGMENT	
<b>DUE DATE:</b> June 2, 2011	<b>DUE TIME:</b> 10:00 am	<b>RFQ #</b> 009-0-2011/AT	
<b>TITLE:</b> PROJECT MANAGEMENT SERVICES			
<b>VENDOR NAME:</b> URS Corporation		<b>PHONE NUMBER:</b> 407.992.6868	
<b>VENDOR MAILING ADDRESS:</b> 315 E. Robinson Street, Suite 245		<b>FAX NUMBER:</b> 407.423.2695	
<b>CITY/STATE/ZIP:</b> Orlando, FL 32801-1949		<b>E-MAIL ADDRESS:</b> Nelson_Stiles@urscorp.com	
<p>"I, the undersigned, certify that I have reviewed the addenda listed below (list all addenda received to date). I understand that timely commencement will be considered in award of this RFQ and that cancellation of award will be considered if commencement time is not met, and that untimely commencement may be cause for termination of contract. I further certify that the services will meet or exceed the RFQ requirements. I, the undersigned, declare that I have carefully examined the RFQ, specifications, terms and conditions as applicable for this Request, and that I am thoroughly familiar with all provisions and the quality and type of coverage and services specified. I further declare that I have not divulged, discussed, or compared this RFQ with any other Offeror and have not colluded with any Offerors or parties to an RFQ whatsoever for any fraudulent purpose."</p>			
<u>N/A</u>			
Addendum #	Addendum #	Addendum #	Addendum #
<p>"I certify that this quote is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting an RFQ for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this RFQ and certify that I am authorized to sign this response and that the offer is in compliance with all requirements of the RFQ, including but not limited to certification requirements. In conducting offers with an agency for Sumter County Board of County Commissioners (BOCC), respondent agrees that if this RFQ is accepted, the respondent will convey, sell, assign, or transfer to the Sumter County BOCC all rights, title and interest in and to all causes of action it may now or hereafter acquire under the anti-trust laws of the United States for price fixing relating to the particular commodities or services purchased or acquired by the COUNTY. At the Sumter County BOCC discretion, such assignment shall be made and become effective at the time the purchasing agency renders final payment to the respondent."</p>			
Steve Noppinger, Vice President Authorized Agent Name, Title (Print)		 Authorized Signature	5/31/11 Date
<b><i>This form must be completed and returned with your Submittal</i></b>			

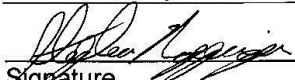
Sumter County Board of County Commissioners – SUMTER COUNTY PROJECT MANAGEMENT SERVICES

### QUALIFICATIONS FORM FOR BOARD OF SUMTER COUNTY COMMISSIONERS

Name of Firm Submitting Qualifications URS CorporationName of Person Submitting Qualifications Nelson Stiles, PE**PROPOSER ACKNOWLEDGMENT**

"The undersigned hereby declares that he/she has informed himself/herself fully in regard to all conditions to the work to be done, and that he/she has examined the RFQ and Specifications for the work and comments hereto attached. The Vendor proposes and agrees, if this submission is accepted, to contract with the Board of Sumter County Commissioners, to furnish all necessary materials, equipment, labor and services necessary to complete the work covered by the RFQ and Contract Documents for this Project. The Vendor agrees to accept in full compensation for each item the prices named in the schedules incorporated herein."

Steve Noppinger, Vice President

  
 Signature

 Date 5/31/11

[ X ] Check if exception(s) or deviation(s) to Specifications. Attach separate sheet(s) detailing reason and type for the exception or deviation.

***This document must be completed and returned with your Submittal***

**Exceptions**

(1) Insurance: (a) Page 6 of 27 delete last sentence of "Umbrella or Excess Liability" paragraph; (b) Page 6 of 27, Professional or E & O Liability: delete the last sentence; (c) Page 6 of 27 delete 2nd sentence/2nd paragraph; (d) Page 6 of 27, Builder's Risk: URS assumes this section is not applicable; and (e) Page 7 of 27, Certificate(s) of Insurance, second sentence: Replace existing wording with "The certificate shall specify that except for cancellation for non-payment of premium, insurers shall provide thirty (30) days notice of cancellation to the County."

(2) Page 19 of 27, Indemnification, (a) line 3 insert "to the extent" between "including legal costs," and "arising out"; (b) line 3 insert "negligent" between "resulting from the" and "performance of"; (c) line 5-6 delete "including the loss of use resulting there from and is caused in whole or in part by any negligent act or omission of the tenant".

(3) page 26 of 27 Construction Phase Services, item 26: insert "seek to" before "ensure"

(4) Sample Contract Section 10.9: replace insurance requirements stated in the sample contract with those contained in the RFQ.



Sumter County Board of County Commissioners – SUMTER COUNTY PROJECT MANAGEMENT SERVICES

# STATEMENT OF TERMS AND CONDITIONS

**PUBLIC ENTITY CRIME:** A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a Proposal/Bid on a contract to provide any goods or services to a public entity, for the construction or repair of a public building or public work, may not submit Proposals/Bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

**INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless Board of Sumter County Commissioners, and their elected officials, employees and volunteers from and against all claims, losses and expenses, including legal costs, arising out of or resulting from, the performance of this contract, provided that any such claims, damage, loss of expenses is attributed to bodily injury, sickness, disease, personal injury or death, or to injury to or destruction of tangible property including the loss or loss of use resulting therefrom and is caused in whole or in part by any negligent act or omission of the tenant.

**PROHIBITION OF LOBBYING:** During the bid period which is, the period between the time the submittals for Invitation to Bid or the Request for Proposals, or Qualifications, or information, as applicable, are received at Contracts / Purchasing and the time the Board awards the contract, no proposer, no lobbyist, principal, or other person may lobby, on behalf of a competing party in a particular procurement matter, any member of the Board, or any Board employee other than the Financial Services Manager. Violation of this provision may result in disqualification of violating party. All questions regarding this Request for Proposals (RFQ) or Invitation to Bid (IBID) must be submitted in writing to the Board's Financial Services Manager.

**ANTI TRUST LAWS:** By submission of a signed RFQ or IBID, the successful Vendor acknowledges compliance with all antitrust laws of the United States and the State of Florida, in order to protect the public from restraint of trade, which illegally increases prices.

**CONFLICT OF INTEREST:** The award of the contract hereunder is subject to the provisions of Chapter 112 of the Florida Statutes. Vendors shall disclose the name of any Officer, Director, Partner, Associate, or Agent who is also an Officer, Appointee, or Employee of any of the Boards at the time of the RFQ or IBID, or at the time of occurrence of the Conflict of Interest thereafter.

**INTERPRETATIONS, CLARIFICATIONS AND ADDENDA:** No oral interpretations will be made to any vendor as to the meaning of the RFQ/IBID Contract Documents. Any inquiry or request for interpretation received by the Financial Services Manager before the date listed herein will be given consideration. All such changes or interpretations will be made in writing in the form of an addendum and, if issued, will be distributed at or after the Pre-Proposals/Pre-Bid Conference, mailed or sent by available or electronic means to all attending prospective Submitters prior to the established RFQ/IBID opening date. Each Vendor shall acknowledge receipt of such addenda in the space provided. In case any Proposer/Bidder fails to acknowledge receipt of such addenda or addendum, his offer will nevertheless be construed as though it had been received and acknowledged and the submission of his bid will constitute acknowledgment of the receipt of same. All addenda are a part of the RFQ/IBID FORMS and each Proposer/Bidder will be bound by such addenda, whether or not received by him. It is the responsibility of each proposer/bidder to verify that he has received all addenda issued before RFQs/IBIDs are opened. In the case of unit price items, the quantities of work to be done and materials to be furnished under this RFQ/IBID Contract are to be considered as approximate only and are to be used solely for the comparison of RFQs/IBIDs received. The Board and/or its CONSULTANT do not expressly or by implication represent that the actual quantities involved will correspond exactly therewith; nor shall the Vendor plead misunderstanding or deception because of such estimate or quantities of work performed or material furnished in accordance with the Specifications and/or Drawings and other Proposals/Bid Documents, and it is understood that the quantities may be increased or diminished as provided herein without in any way invalidating any of the unit or lump sum prices bid.

**GOVERNING LAWS AND REGULATIONS:** The vendor is required to be familiar with and shall be responsible for complying with all federal, state and local laws, ordinances, rules and regulations that in any manner affect the work.

**PROPRIETARY/CONFIDENTIAL INFORMATION:** Vendors are hereby notified that all information submitted as part of, or in support of RFQs/IBIDs, will be available for public inspection ten days after opening of the RFQs/IBIDs or until a short list is recommended whichever comes first, in compliance with Chapter 119, and 287 of the Florida Statutes. Any person wishing to view the RFQs/IBIDs must make an appointment by calling the Financial Services Manager at (352) 793-0200. All RFQs/IBIDs submitted in response to this solicitation become the property of the Board. Unless information submitted is proprietary, copy written, trademarked, or patented, the Board reserves the right to utilize any or all information, ideas, conceptions, or portions of any RFQ/IBID, in its best interest.

**TAXES:** The Board of Sumter County Commissioners is exempt from any taxes imposed by the State and/or Federal Government. Exemption certificates will be provided upon request.

**NON-COLLUSION DECLARATION:** By signing this RFQ/IBID, all Vendors shall affirm that they shall not collude, conspire, connive or agree, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the work for which their RFQ/IBID has been submitted; or to refrain from bidding in connection with such work, or have in any manner, directly or indirectly, sought by person to fix the price or prices in the RFQ/IBID or of any other Bidder, or to fix any overhead, profit, or cost elements of the RFQ/IBID price or the RFQ/IBID price of any other Bidder, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against any other Bidder, or any person interested in the proposed work.

**PROPOSER RESPONSIBILITY:** Invitation by the Boards to vendors is based on the recipient's specific request and application to DemandStar by Onvia at [www.DemandStar.com](http://www.DemandStar.com) (800) 711-1712 or as the result of response by the public to the legal advertisements required by State law. Firms or individuals submit their responses on a voluntary basis, and therefore are not entitled to compensation of any kind.

**OWNERSHIP OF SUBMITTALS:** All responses, inquiries or correspondence relating to or in reference to this RFQ/IBID, and all other reports, charts, displays, schedules, exhibits and other documentation submitted by the vendors will become the property of the Board. References to literature submitted with a previous RFQ/IBID will not relieve the Bidder from including any required documents with this RFQ/IBID.

**EXAMINATION OF BID DOCUMENTS:** Each Bidder shall carefully examine the RFQ/IBID Document to ensure all pages have been received, all drawings and/or Specifications and other applicable documents are included, and shall inform himself thoroughly regarding any and all conditions and requirements that may in any manner affect cost, progress or performance of the work to be performed under the Contract. Ignorance on the part of the CONTRACTOR will in no way relieve him of the obligations and responsibilities assumed under the Contract.

**VENDOR RESPONSIBILITY:** Vendors are fully and completely responsible for the labeling, identification and delivery of their submittals. The Financial Services Manager will not be responsible for any mislabeled or misdirected submissions, nor those handled by delivery persons, couriers, or the US Postal Service.

**DRUG FREE WORKPLACE:** All Proposers/Bidders shall submit the enclosed, duly signed and notarized form entitled "Drug Free Workplace Certificate". The Drug Free Workplace Vendor shall have the burden of demonstrating that his program complies with Section 287.087 of the Florida Statutes, and any other applicable state law.

**BOARD OF SUMTER COUNTY COMMISSIONERS,** are political subdivisions of the State of Florida, and reserve the right to reject any and/or all submittals, reserve the right to waive any informalities or irregularities in the examination process, and reserve the right to award contracts and/or in the best interest of the Boards. Submittals not meeting stated minimum terms and qualifications may be rejected by the Boards as non-responsive. The Boards reserve the right to reject any or all submittals without cause. The Boards reserves the right to reject the submission of any Vendor in arrears or in default upon any debt or contract to the Boards, or who has failed to perform faithfully any previous contract with the Boards or with other governmental agencies.

**PUBLIC RECORDS LAW:** Correspondence, materials and documents received pursuant to this RFQ/IBID become public records subject to the provisions of Chapter 119, Florida Statutes.

**VERIFICATION OF TIME:** Nextel time is hereby established as the Official Time of the Boards.

## PREPARATION OF PROPOSALS/BIDS:

**Signature of the Bidder:** The Bidder must sign the RFQ/IBID FORMS in the space provided for the signature. If the Proposer/Bidder is an individual, the words "doing business as" must appear beneath such signature. In the case of a partnership, the signature of at least one of the partners must follow the firm name and the words, "Member of the Firm" should be written beneath such signature. If the Proposer/Bidder is a corporation, the title of the officer signing the RFQ/IBID on behalf of the corporation must be stated and evidence of his authority to sign the RFQ/IBID must be submitted. The Proposer/Bidder shall state in the RFQ/IBID FORMS the name and address of each person interested therein.

**Basis for Bidding:** The price proposed for each item shall be on a lump sum or unit price basis according to specifications on the RFQ/IBID FORM. The proposed prices shall remain unchanged for the duration of the Contract and no claims for cost escalation during the progress of the work will be considered, unless otherwise provided herein.

**Total Proposed Price/Total Contract Sum Proposed:** If applicable, the total price bid for the work shall be the aggregate of the lump sum prices proposed and/or unit prices multiplied by the appropriate estimated quantities for the individual items and shall be stated in figures in the appropriate place on the RFQ/IBID FORM. In the event that there is a discrepancy in the RFQ/IBID FORM due to unit price extensions or additions, the corrected extensions and additions shall be used to determine the project bid amount.

**TABULATION:** Those wishing to receive an official tabulation of the results of the opening of this RFQ/IBID are to submit a self-addressed, stamped business size (No. 10) envelope, prominently marked on the front lower left side, with the RFQ identification. Tabulation requested by telephone, fax or electronic media will not be accepted.

**OBLIGATION OF WINNING BIDDER:** The contents of the RFQ/IBID of the successful proposer/bidder will become contractual obligations if acquisition action ensues. Failure of the successful Proposer/Bidder to meet these obligations in a contract may result in cancellation of the award and such vendor may be removed from future participation.

**AWARD OF BID:** It is the Boards' intent to select a vendor within sixty (60) calendar days of the deadline for receipt of Proposals/Bids. However, Proposals/Bids must be firm and valid for award for at least ninety (90) calendar days after the deadline for receipt of the RFQ/IBID.

**ADDITIONAL REQUIREMENTS:** The firms shall furnish such additional information as the Boards may reasonably require. This includes information which indicates financial resources as well as ability to provide the services. The Boards reserve the right to make investigations of the qualifications of the firm as it deems appropriate.

**PREPARATION COSTS:** The Boards shall not be obligated or be liable for any costs incurred by Proposers/Bidders prior to issuance of a contract. All costs to prepare and submit a response to this RFQ/IBID shall be borne by the Proposer/Bidder.

**TIMELINESS:** All work will commence upon authorization from the Boards' representative (Financial Services Manager). All work will proceed in a timely manner without delays. The Contractor shall commence the work UPON RECEIPT OF NOTICE TO PROCEED and/or ORDER PLACED (PURCHASE ORDER PRESENTED), and shall deliver in accordance to the terms and conditions outlined and agreed upon herein.

**DELIVERY:** All prices shall be FOB Destination, Sumter County, Florida, inside delivery unless otherwise specified.

## ADDITIONAL SERVICES/PURCHASES BY OTHER PUBLIC AGENCIES ("PIGGY-BACK"):

The Vendor by submitting a Bid acknowledges that other Public Agencies may seek to "Piggy-Back" under the same terms and conditions, during the effective period of any resulting contract – services and/or purchases being offered in this Bid, for the same prices and/or terms proposed. Vendor has the option to agree or disagree to allow contract Piggy-Backs on a case-by-case basis. Before a Public Agency is allowed to Piggy-Back any contract, the Agency must first obtain the vendor's approval – without the vendor's approval, the seeking Agency cannot Piggy-Back.

**PLANS, FORMS & SPECIFICATIONS:** Bid Packages are available from the Financial Services Manager. These packages are available for pickup or by mail. If requested to mail, the Proposer/Bidder must supply a courier account number (UPS, FedEx, etc.). Proposers/Bidders are required to use the official RFQ/IBID FORMS, and all attachments itemized herein, are to be submitted as a single document. Any variation from the minimum specifications must be clearly stated on the RFQ/IBID FORM and/or Exceptions/Deviations Sheet(s). Only one set of plans, forms, and specifications will be furnished each company or corporation interested in submitting a Proposal/Bid. RFQ/IBID FORM documents for this project are free of charge and are available on-line and are downloadable (vendor must pay any DemandStar fees or any shipping).

**MANUFACTURER'S NAME AND APPROVED EQUIVALENTS:** Any manufacturer's names, trade names, brand names, information and/or catalog numbers listed in a specification are for information and not intended to limit competition unless otherwise indicated. The Proposer/Bidder may offer any brand for which he is an authorized representative, which meets or exceeds the RFQ/IBID specification for any item(s). If RFQs/IBIDs are based on equivalent products, indicate on the RFQ/IBID FORM the manufacturer's product name and literature, and/or complete specifications. Reference to literature submitted with a previous RFQ/IBID will not satisfy this provision. The Proposer/Bidder shall explain in detail the reason(s) why the proposed equivalent will meet the specifications and not be considered an exception thereto. RFQs/IBIDs which do not comply with these requirements are subject to rejection. RFQs/IBIDs lacking any written indication of intent to quote an alternate brand will be received and considered in complete compliance with the specifications as listed on the RFQ/IBID FORM. The Financial Services Manager is to be notified, in writing, of any proposed changes in materials used, manufacturing process, or construction. However, changes shall not be binding upon the Boards unless evidenced by a Change Notice issued and signed by the Financial Services Manager, or designated representative.

**QUANTITIES:** The quantities as specified in this RFQ/IBID are estimates only and are not to be construed as guaranteed minimums.

**SAMPLES:** Samples of items, when called for, shall be furnished free of expense, and if not destroyed may, upon request, be returned at the Proposer's/Bidder's expense. Each sample shall be labeled with the Proposer's/Bidder's name, manufacturer brand name and number, RFQ/IBID number and item reference. Samples of successful Proposer's/Bidder's items may remain on file for the term of the contract. Request for return of samples shall be accompanied by instructions which include shipping authorization and must be received at time of opening. Samples not returned may be disposed of by the Boards within a reasonable time as deemed appropriate.

**DOCUMENT RE-CREATION:** Vendor may choose to re-create any document(s) required for this solicitation, but must do so at his own risk. All required information in the original Board format must be included in any re-created document. Submittals may be deemed non-responsive if required information is not included in any re-created document.

ACKNOWLEDGED

  
(Signature and Date)

5/31/11

**This document must be completed and returned with your Submittal**

Financial Services Department

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Sumter County Board of County Commissioners – SUMTER COUNTY PROJECT MANAGEMENT SERVICES

***This document must be completed and returned with your Submittal***

**DRUG FREE WORKPLACE CERTIFICATE**

I, the undersigned, in accordance with Florida Statute 287.087, hereby certify that,

URS Corporation  
(print or type name of firm)

- Publishes a written statement notifying that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace named above, and specifying actions that will be taken against violations of such prohibition.
- Informs employees about the dangers of drug abuse in the work place, the firm's policy of maintaining a drug free working environment, and available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug use violations.
- Gives each employee engaged in providing commodities or contractual services that are under RFQ or bid, a copy of the statement specified above.
- Notifies the employees that as a condition of working on the commodities or contractual services that are under RFQ or bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, please or guilty or nolo contendere to, any violation of Chapter 1893, or of any controlled substance law of the State of Florida or the United States, for a violation occurring in the work place, no later than five (5) days after such conviction, and requires employees to sign copies of such written (\*) statement to acknowledge their receipt.
- Imposes a sanction on, or requires the satisfactory participation in, a drug abuse assistance or rehabilitation program, if such is available in the employee's community, by any employee who is so convicted.
- Makes a good faith effort to continue to maintain a drug free work place through the implementation of the drug free workplace program.
- "As a person authorized to sign this statement, I certify that the above named business, firm or corporation complies fully with the requirements set forth herein".

[Signature]  
Authorized Signature

5/31/11  
Date Signed

State of: Florida

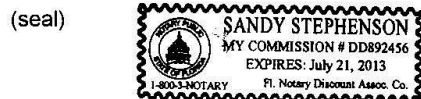
County of: Orange

Sworn to and subscribed before me this 31<sup>st</sup> day of May, 2011

Personally known X or Produced Identification N/A  
(Specify Type of Identification)

[Signature]  
Signature of Notary

My Commission Expires 7-21-2013



Financial Services Department

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☒☒Named Insured: URS Corporation  
☒☒Insured City: San Francisco





# CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
05/13/2011

Page 1 of 2

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b>	Willis Insurance Services of California, Inc. 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	<b>CONTACT</b>	
		NAME PHONE (A/C, NO, EXT): 877-945-7378 E-MAIL: certificates@willis.com ADDRESS:	FAX (A/C, NO): 888-467-2378
<b>INSURED</b>	URS Corporation 600 Montgomery Street, 26th Floor San Francisco, CA 94111	INSURER(S) AFFORDING COVERAGE	
		INSURER A National Union Fire Ins Co of Pittsburgh	NAIC# 19445-100
		INSURER B Zurich American Insurance Company	16535-100
		INSURER C Illinois National Insurance Co.	23817-001
		INSURER D Insurance Company of the State of PA	19429-100
		INSURER E Lexington Insurance Company	19437-000
		INSURER F Lloyd's of London & British Companies	15792-004

## COVERAGES

CERTIFICATE NUMBER: 15976290

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY	Y	Y	GL4870829	5/1/2011	6/1/2012	EACH OCCURRENCE \$ 4,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 4,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU, BFPD <input checked="" type="checkbox"/> Contractual Liability GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						
B	AUTOMOBILE LIABILITY		Y	BAP938521502	5/1/2011	6/1/2012	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ AGGREGATE \$
	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTIONS						
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		Y	WC20635052	1/1/2011	1/1/2012	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER
A	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A	WC20635051	1/1/2011	1/1/2012	E.L. EACH ACCIDENT \$ 2,000,000
C	If yes, describe under DESCRIPTION OF OPERATIONS below		Y	WC20635053	1/1/2011	1/1/2012	E.L. DISEASE - EA EMPLOYEE \$ 2,000,000
D			Y	WC20635054/WC20635055	1/1/2011	1/1/2012	E.L. DISEASE - POLICY LIMIT \$ 2,000,000
E	Professional Liability w/Limited Contractual - Claims Made Policy			015438088	5/1/2011	6/1/2012	\$2,000,000 Each Claim
F				PE1105150/PE1105490	5/1/2011	6/1/2012	\$2,000,000 Aggregate

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES (Attach Acord 101, Additional Remarks Schedule, if more space is required)

Re: Sumter County Project Management Services

The Workers' Compensation coverage shown above does not apply in monopolistic states. In the States of ND, OH, WA and WY, Workers' Compensation coverage is provided by the State Fund. In those States, the above-referenced policies provide Stop-Gap Employers' Liability only.

## SEE ATTACHED

## CERTIFICATE HOLDER

## CANCELLATION

Sumter County Board of County Commissioners Risk Management Department Attn: Lita Hart 7375 Powell Road Wildwood, FL 34785	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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Coll:3360299 Tpl:1261433 Cert:15976290 ©1988-2010 ACORD CORPORATION. All rights reserved.

ACORD 25 (2010/05)

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AGENCY CUSTOMER ID: 645175

LOC#: \_\_\_\_\_



## ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Willis Insurance Services of California, Inc.		NAMED INSURED URS Corporation 600 Montgomery Street, 26th Floor San Francisco, CA 94111	
POLICY NUMBER See First Page			
CARRIER See First Page	NAIC CODE		
EFFECTIVE DATE: See First Page			

### ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

Workers Compensation policies apply as indicated below:

WC20635051 - CA  
WC20635052 - FL  
WC20635053 - TX  
WC20635054 - AK, AL, AZ, DC, DE, HI, IA, IL, IN, KS, LA, MD, ME, MI, MO, MS, MT, NC, NE, NH, NJ,  
NM, OK, PA, RI, SC, SD, TN, VA, VT  
WC20635055 - AR, CO, CT, GA, ID, KY, MA, MN, ND, NV, NY, OH, OR, UT, WA, WI, WV, WY

Excess Auto Liability  
Carrier: American Guarantee & Liability Insurance Company  
Policy No. AEC938521602  
Effective: 5/1/2011 to 6/1/2012  
Limits: \$1,000,000 Per Occurrence

Sumter County Board of County Commissioners is included as an Additional Insured as respects the General Liability policy, where required by written contract.

This insurance is Primary over any similar insurance available to any person or organization we have added to this policy as Additional Insured.

Waiver of Subrogation applies to General Liability, Automobile Liability and Workers Compensation policies, where required by written contract and as permitted by law.

This endorsement, effective 12:01 A.M. 5/1/2011 forms part of  
Policy No. GL4870829 issued to URS Corporation  
by National Union Fire Ins Co of Pittsburgh PA

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**PRIMARY COVERAGE FOR SPECIFIED PERSONS OR  
ORGANIZATIONS NAMED AS ADDITIONAL INSURED –  
ONGOING AND COMPLETED OPERATIONS**

*This endorsement modifies insurance provided under the following:*

**COMMERCIAL GENERAL LIABILITY COVERAGE FORM**

The following paragraph is added to **SECTION II – WHO IS AN INSURED** and applies only to persons or organizations we have added to your policy as additional insureds by endorsement to comply with insurance requirements of written contracts relative to: a) the performance of your ongoing operations for the additional insureds; or b) "your work" performed for the additional insureds and included in the "products-completed operations hazard":

This insurance is primary over any similar insurance available to any person or organization we have added to this policy as an additional insured. However, this insurance is primary over any other similar insurance only if the additional insured is designated as a named insured in the Declarations of the other similar insurance. We will not require contribution of limits from the other similar insurance if the insurance afforded by this endorsement is primary.

This insurance is excess over any other valid and collectible insurance, whether primary, excess, contingent or on any other basis, if it is not primary as defined in the paragraph above.

All other terms and conditions of the policy are the same.

  
Authorized Representative or  
Countersignature (in States Where  
Applicable)

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ENDORSEMENT #**

This endorsement, effective 12:01 A.M. 5/1/2011 forms a part of Policy No. GL4870829  
issued to URS Corporation by National Union Fire Ins Co of Pittsburgh PA

**ADDITIONAL INSURED- OWNERS, LESSEES, OR CONTRACTORS – COMPLETED OPERATIONS**

*This endorsement modifies insurance provided under the following:*

**COMMERCIAL GENERAL LIABILITY COVERAGE FORM**

**SCHEDULE**

**NAME OF ADDITIONAL INSURED PERSON OR ORGANIZATION:**

**WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT**

**SUMTER COUNTY BOARD OF COUNTY COMMISSIONERS**

**LOCATION AND DESCRIPTION OF COMPLETED OPERATIONS:**

**WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT**

**RE: SUMTER COUNTY PROJECT MANAGEMENT SERVICES**

**ADDITIONAL PREMIUM:**

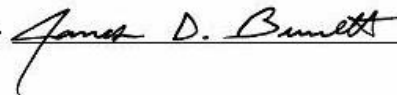
(If No entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to the endorsement.)

**SECTION II – WHO IS AN INSURED** is amended to include as an insured;

The person or organization shown in the Schedule, but only with respect to liability arising out of "your work" at the location designated and described in the schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

All other terms and conditions remain unchanged.

Countersigned by



97837 (4/08)

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**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**ENDORSEMENT #**

This endorsement, effective 12:01 A.M. 5/1/2011 forms a part of Policy No. GL4870829  
issued to URS Corporation by National Union Fire Ins Co of Pittsburgh PA

**ADDITIONAL INSURED- OWNERS, LESSEES, OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION**

*This endorsement modifies insurance provided under the following:*

**COMMERCIAL GENERAL LIABILITY COVERAGE FORM**

**SCHEDULE**

**NAME OF PERSON OR ORGANIZATION:**

**WHERE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT**

**SUMTER COUNTY BOARD OF COUNTY COMMISSIONERS**

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to the endorsement.)

**A. SECTION II –WHO IS AN INSURED** is amended to include as an insured;

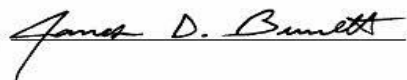
The person or organization shown in the schedule, but only with respect to liability arising out of your ongoing operations performed for that additional insured.

**B. With respect to the insurance afforded to these additional insureds, SECTION I - COVERAGES, COVERAGE A - BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. – Exclusions,** is amended to include the following additional exclusion;

This insurance does not apply to "bodily injury" or "property damage" occurring after:

- (1) all work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the site of the covered operations has been completed; or,
- (2) that portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

All other terms and conditions remain unchanged.

Countersigned by 

97838 (4/08)

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